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Sea Power 21

Projecting Decisive Joint Capabilities

Sea-based operations use revolutionary information superiority and dispersed, networked force capabilities to deliver unprecedented offensive power, defensive assurance, and operational independence to Joint Force Commanders.

By Admiral Vern Clark, U.S. Navy

The 21st century sets the stage for tremendous increases in naval precision, reach, and connectivity, ushering in a new era of joint operational effectiveness. Innovative concepts and technologies will integrate sea, land, air, space, and cyberspace to a greater extent than ever before. In this unified battlespace, the sea will provide a vast maneuver area from which to project direct and decisive power around the globe.

Future naval operations will use revolutionary information superiority and dispersed, networked force capabilities to deliver unprecedented offensive power, defensive assurance, and operational independence to Joint Force Commanders. Our Navy and its partners will dominate the continuum of warfare from the maritime domain—detering forward in peacetime, responding to crises, and fighting and winning wars.

By doing so, we will continue the evolution of U.S. naval power from the blue-water, war-at-sea focus of the "Maritime Strategy" (1986), through the littoral emphasis of "... From the Sea" (1992) and "Forward ... from the Sea" (1994), to a broadened strategy in which naval forces are fully integrated into global joint operations against regional and transnational dangers.

To realize the opportunities and navigate the challenges ahead, we must have a clear vision of how our Navy will organize, integrate, and transform. "Sea Power 21" is that vision. It will align our efforts, accelerate our progress, and realize the potential of our people. "Sea Power 21" will guide our Navy as we defend our nation and defeat our enemies in the uncertain century before us.

Transformation for a Violent Era

The events of 11 September 2001 tragically illustrated that the promise of peace and security in the new century is fraught with profound dangers: nations poised for conflict in key regions, widely dispersed and well-funded terrorist and criminal organizations, and failed states that deliver only despair to their people.

These dangers will produce frequent crises, often with little warning of timing, size, location, or intensity. Associated threats will be varied and deadly, including weapons of mass destruction, conventional warfare, and widespread terrorism. Future enemies will attempt to deny us access to critical areas of the world, threaten vital friends and interests overseas, and even try to conduct further attacks against the American homeland. These threats will pose increasingly complex challenges to national security and future warfighting.

Previous strategies addressed regional challenges. Today, we must think more broadly. Enhancing security in this dynamic environment requires us to expand our strategic focus to include both evolving regional challenges and transnational threats. This combination of traditional and emerging dangers means increased risk to our nation. To counter that risk, our Navy must expand its striking power, achieve information dominance, and develop transformational ways of fulfilling our enduring missions of sea control, power projection, strategic deterrence, strategic sealift, and forward presence.

Three fundamental concepts lie at the heart of the Navy's continued operational effectiveness: Sea Strike, Sea Shield, and Sea Basing. Sea Strike is the ability to project precise and persistent offensive power from the sea; Sea Shield extends defensive assurance throughout the world; and



- **Sea Strike**—Projecting Precise and Persistent Offensive Power
- **Sea Shield**—Projecting Global Defensive Assurance
- **Sea Basing**—Projecting Joint Operational Independence

SEA STRIKE IMPACT

- Amplified, effects-based striking power
- Increased precision attack and information operations
- Enhanced warfighting contribution of Marines and Special Forces
- "24 / 7" offensive operations
- Seamless integration with joint strike packages

SEA STRIKE CAPABILITIES

- Persistent intelligence, surveillance, and reconnaissance
- Time-sensitive strike
- Electronic warfare / information operations
- Ship-to-objective maneuver
- Covert strike

FUTURE SEA STRIKE TECHNOLOGIES

- Autonomous, organic, long-dwell sensors
- Integrated national, theater, and force sensors
- Knowledge-enhancement systems
- Unmanned combat vehicles
- Hypersonic missiles
- Electro-magnetic rail guns
- Hyper-spectral imaging

SEA STRIKE: ACTION STEPS

- Accelerate information dominance via ForceNet
- Develop, acquire, and integrate systems to increase combat reach, stealth, and lethality
- Distribute offensive striking capability throughout the entire force
- Deploy sea-based, long-dwell, manned and unmanned sensors
- Develop information operations as a major warfare area
- Synergize with Marine Corps transformation efforts
- Partner with the other services to accelerate Navy transformation

Sea Basing enhances operational independence and support for the joint force. These concepts build upon the solid foundation of the Navy-Marine Corps team, leverage U.S. asymmetric advantages, and strengthen joint combat effectiveness.

We often cite asymmetric challenges when referring to enemy threats, virtually assuming such advantages belong only to our adversaries. "Sea Power 21" is built on a foundation of American asymmetric strengths that are powerful and uniquely ours. Among others, these include the expanding power of computing, systems integration, a thriving industrial base, and the extraordinary capabilities of our people, whose innovative nature and desire to excel give us our greatest competitive advantage.

Sea Strike, Sea Shield, and Sea Basing will be enabled by ForceNet, an overarching effort to integrate warriors, sensors, networks, command and control, platforms, and weapons into a fully netted, combat force. We have been talking about network-centric warfare for a decade, and ForceNet will be the Navy's plan to make it an operational reality. Supported by ForceNet, Sea Strike, Sea Shield, and Sea Basing capabilities will be deployed by way of a Global Concept of Operations that widely distributes the firepower of the fleet, strengthens deterrence, improves crisis response, and positions us to win decisively in war.

Sea Strike: Projecting Precise and Persistent Offensive Power

Projecting decisive combat power has been critical to every commander who ever went into battle, and this will remain true in decades ahead. Sea Strike operations are how the 21st-century Navy will exert direct, decisive, and sustained influence in joint campaigns. They will involve the dynamic application of persistent intelligence, surveillance, and reconnaissance; time-sensitive strike; ship-to-objective maneuver; information operations; and covert strike to deliver devastating power and accuracy in future campaigns.

Information gathering and management are at the heart of this revolution in striking power. Networked, long-dwell naval sensors will be integrated with national and joint systems to penetrate all types of cover and weather, assembling vast amounts of information. Data provided by Navy assets—manned and unmanned—will be vital to establishing a comprehensive understanding of enemy military, economic, and political vulnerabilities. Rapid planning processes will then use this knowledge to tailor joint strike packages that deliver calibrated effects at precise times and places.

Knowledge dominance provided by persistent intelligence, surveillance, and reconnaissance will be converted into action by a full array of Sea Strike options—next-generation missiles capable of in-flight targeting, aircraft with stand-off precision weapons, extended-range naval gunfire, information operations, stealthy submarines, unmanned combat vehicles, and Marines and SEALs on the ground. Sovereign naval forces will exploit their strategic flexibility, operational independence, and speed of command to conduct sustained operations 24 hours per day, 7 days per week, 365 days per year.

Information superiority and flexible strike options will result in time-sensitive targeting with far greater speed and accuracy. Military operations will become more complicated as advanced intelligence, surveillance, and reconnaissance products proliferate. Expanded situational awareness will put massed forces at risk, for both friends and adversaries. This will compress timelines and prompt greater use of dispersed, low-visibility forces. Countering such forces will demand speed, agility, and streamlined

information processing tied to precision attack. Sea Strike will meet that challenge.

The importance of information operations will grow in the years ahead as high-technology weapons and systems become more widely available. Information operations will mature into a major warfare area, to include electronic warfare, psychological operations, computer network attack, computer network defense, operations security, and military deception. Information operations will play a key role in controlling crisis escalation and preparing the battlefield for subsequent attack. This U.S. asymmetry will be a critical part of Sea Strike.

When we cannot achieve operational objectives from over the horizon, our Navy-Marine Corps team moves ashore. Using advanced vertical and horizontal envelopment techniques, fully netted ground forces will maneuver throughout the battlespace, employing speed and precision to generate combat power. Supported by sea bases, we will exploit superior situational awareness and coordinated fires to create shock, confusion, and chaos in enemy ranks. Information superiority and networking will act as force multipliers, allowing agile ground units to produce the warfighting impact traditionally provided by far heavier forces, bringing expeditionary warfare to a new level of lethality and combat effectiveness.

Sea Strike capabilities will provide Joint Force Commanders with a potent mix of weapons, ranging from long-range precision strike, to covert land-attack in anti-access environments, to the swift insertion of ground forces. Information superiority will empower us to dominate timelines, foreclose adversary options, and deny enemy sanctuary. Sea Strike operations will be fully integrated into joint campaigns, adding the unique independence, responsiveness, and on-scene endurance of naval forces to joint strike efforts. Combined sea-based and land-based striking power will produce devastating effects against enemy strategic, operational, and tactical pressure points—resulting in rapid, decisive operations and the early termination of conflict.

Sea Shield: Projecting Global Defensive Assurance

Traditionally, naval defense has protected the unit, the fleet, and the sea lines of communication. Tomorrow's Navy will do much more. Sea Shield takes us beyond unit and task-force defense to provide the nation with sea-based theater and strategic defense.

Sea Shield will protect our national interests with layered global defensive power based on control of the seas, forward presence, and networked intelligence. It will use these strengths to enhance homeland defense, assure access to contested littorals, and project defensive power deep inland. As with Sea Strike, the foundation of these integrated operations will be information superiority, total force networking, and an agile and flexible sea-based force.

Homeland defense will be accomplished by a national effort that integrates forward-deployed naval forces with the other military services, civil authorities, and intelligence and law-enforcement agencies. Working with the newly established Northern Command, we will identify, track, and intercept dangers long before they threaten our homeland. These operations will extend the security of the United States far seaward, taking advantage of the time and space afforded by naval forces to shield our nation from impending threats.

Maritime patrol aircraft, ships, submarines, and unmanned vehicles will provide comprehensive situational awareness to cue intercepting units. When sent to investigate a suspicious vessel, boarding parties will use advanced equipment to detect the presence of contraband by visual, chem-

SEA SHIELD IMPACT

- Projected defense for joint forces and allies ashore
- Sustained access for maritime trade, coalition building, and military operations
- Extended homeland defense via forward presence and networked intelligence
- Enhanced international stability, security, and engagement

SEA SHIELD CAPABILITIES

- Homeland defense
- Sea / littoral superiority
- Theater air missile defense
- Force entry enabling

FUTURE SEA SHIELD TECHNOLOGIES

- Interagency intelligence and communications reach-back systems
- Organic mine countermeasures
- Multi-sensor cargo inspection equipment
- Advanced hull forms and modular mission payloads
- Directed-energy weapons
- Autonomous unmanned vehicles
- Common undersea picture
- Single integrated air picture
- Distributed weapons coordination
- Theater missile defense

SEA SHIELD: ACTION STEPS

- Expand combat reach
- Deploy theater missile defense as soon as possible
- Create common operational pictures for air, surface, and subsurface forces
- Accelerate the development of sea-based unmanned vehicles to operate in every environment
- Invest in self-defense capabilities to ensure sea superiority

SEA BASING IMPACT

- Pre-positioned warfighting capabilities for immediate employment
- Enhanced joint support from a fully netted, dispersed naval force
- Strengthened international coalition building
- Increased joint force security and operational agility
- Minimized operational reliance on shore infrastructure

SEA BASING CAPABILITIES

- Enhanced afloat positioning of joint assets
 - Offensive and defensive power projection
 - Command and control
 - Integrated joint logistics
- Accelerated deployment and employment timelines

FUTURE SEA BASING TECHNOLOGIES

- Enhanced sea-based joint command and control
- Heavy equipment transfer capabilities
- Intra-theater high-speed sealift
- Improved vertical delivery methods
- Integrated joint logistics
- Rotational crewing infrastructure
- International data-sharing networks

SEA BASING: ACTION STEPS

- Exploit the advantages of sea-based forces wherever possible
- Develop technologies to enhance on-station time and minimize maintenance requirements
- Experiment with innovative employment concepts and platforms
- Challenge every assumption that results in shore basing of Navy capabilities

ical, and radiological methods. Forward-deployed naval forces will also protect the homeland by engaging inbound ballistic missiles in the boost or mid-course phase, when they are most vulnerable to interception. In addition, our nuclear-armed Trident ballistic missile submarine force will remain on silent patrol around the world, providing the ultimate measure of strategic deterrence. These highly survivable submarines are uniquely powerful assets for deterring aggressors who would contemplate using weapons of mass destruction.

Achieving battle-space superiority in forward theaters is central to the Sea Shield concept, especially as enemy area-denial efforts become more capable. In times of rising tension, pre-positioned naval units will sustain access for friendly forces and maritime trade by employing evolving expeditionary sensor grids and advanced deployable systems to locate and track enemy threats. Speed will be an ally as linked sensors, high-speed platforms, and improved kill vehicles consolidate area control, including the location and neutralization of mines via state-of-the-art technology on dedicated mine warfare platforms and battle group combatants. Mission-reconfigurable Littoral Combat Ships, manned and unmanned aviation assets, and submarines with unmanned underwater vehicles will gain and maintain the operational advantage, while sea-based aircraft and missiles deliver air dominance. The result will be combat-ready forces that are prepared to "climb into the ring" to achieve and sustain access before and during crises.

Perhaps the most dramatic advancement promised by Sea Shield will be the ability of naval forces to project defensive power deep overland, assuring friends and allies while protecting joint forces ashore. A next-generation long-range surface-to-air Standard Missile, modernized E-2 Hawkeye radar, and Cooperative Engagement Capability will combine to extend sea-based cruise missile defense far inland. This will reinforce the impact of sea-based ballistic missile defense and greatly expand the coverage of naval area defense. These capabilities represent a broadened mission for our Navy that will lessen the defensive burden on land forces and increase sea-based influence over operations ashore.

The importance of Sea Shield to our nation has never been greater, as the proliferation of advanced weapons and asymmetric attack techniques places an increasing premium on the value of deterrence and battlespace dominance. Sea Shield capabilities, deployed forward, will help dissuade aggressors before the onset of conflict. In addition, Sea Shield will complement Sea Strike efforts by freeing aviation forces previously devoted to force defense, allowing them to concentrate on strike missions and generate far greater offensive firepower from the fleet. In sum, Sea Shield will enhance crisis control, protect allies and joint forces ashore, and set the stage for combat victory—providing a powerful new tool for joint combatant commanders in this dangerous age.

Sea Basing: Projecting Joint Operational Independence

Operational maneuver is now, and always has been, fundamental to military success. As we look to the future, the extended reach of networked weapons and sensors will tremendously increase the impact of naval forces in joint campaigns. We will do this by exploiting the largest maneuver area on the face of the earth: the sea.

Sea Basing serves as the foundation from which offensive and defensive fires are projected—making Sea Strike and Sea Shield realities. As enemy access to weapons of mass destruction grows, and the availability of overseas bases declines, it is compelling both militarily and politically to reduce the vulnerability of U.S. forces through expanded use of secure,

mobile, networked sea bases. Sea Basing capabilities will include providing Joint Force Commanders with global command and control and extending integrated logistical support to other services. Afloat positioning of these capabilities strengthens force protection and frees airlift-sealift to support missions ashore.

Netted and dispersed sea bases will consist of numerous platforms, including nuclear-powered aircraft carriers, multi-mission destroyers, submarines with Special Forces, and maritime pre-positioned ships, providing greatly expanded power to joint operations. Sea-based platforms will also enhance coalition-building efforts, sharing their information and combat effectiveness with other nations in times of crisis.

Sea Basing accelerates expeditionary deployment and employment timelines by pre-positioning vital equipment and supplies in-theater, preparing the United States to take swift and decisive action during crises. We intend to develop these capabilities to the fullest extent. Strategic sealift will be central to this effort. It remains a primary mission of the U.S. Navy and will be critical during any large conflict fought ashore. Moreover, we will build pre-positioned ships with at-sea-accessible cargo, awaiting closure of troops by way of high-speed sealift and airlift. Joint operational flexibility will be greatly enhanced by employing pre-positioned shipping that does not have to enter port to offload.

Twenty-first-century operations will require greater efficiencies through the development of joint logistical support. This will include the provisioning of joint supplies and common ammunition, and the completion of critical repairs from afloat platforms. Providing these capabilities to on-scene commanders will significantly increase operational effectiveness and constitute a valuable addition to strategic basing support provided by friends and allies around the world.

Beyond its operational impact, the Sea Basing concept provides a valuable tool for prioritizing naval programs. Sea-based forces enjoy advantages of security, immediate employability, and operational independence. All naval programs should foster these attributes to the greatest extent feasible. This means transforming shore-based capabilities to sea-based systems whenever practical, and improving the reach, persistence, and sustainability of systems that are already afloat.

ForceNet: Enabling 21st Century Warfare

ForceNet is the "glue" that binds together Sea Strike, Sea Shield, and Sea Basing. It is the operational construct and architectural framework for naval warfare in the information age, integrating warriors, sensors, command and control, platforms, and weapons into a networked, distributed combat force.

ForceNet will provide the architecture to increase substantially combat capabilities through aligned and integrated systems, functions, and missions. It will transform situational awareness, accelerate speed of decision, and allow us to greatly distribute combat power. ForceNet will harness information for knowledge-based combat operations and increase force survivability. It will also provide real-time enhanced collaborative planning among joint and coalition partners.

Using a total system approach, ForceNet will shape the development of integrated capabilities. These include maritime information processing and command and control components that are fully interoperable with joint systems; intelligence, surveillance, and reconnaissance fusion capabilities to support rapid targeting and maneuver; open systems architecture for broad and affordable interoperability; and safeguards to ensure networks are reliable and survivable. ForceNet also emphasizes the human factor in


FORCENET IMPACT

- Connected warriors, sensors, networks, command and control, platforms, and weapons
- Accelerated speed and accuracy of decision
- Integrated knowledge to dominate the battlespace

FORCENET CAPABILITIES

- Expeditionary, multi-tiered, sensor and weapons grids
- Distributed, collaborative command and control
- Dynamic, multi-path and survivable networks
- Adaptive / automated decision aids
- Human-centric integration





IMPACT OF GLOBAL CONCEPT OF OPERATIONS

- Widely distributed, fully netted striking power to support joint operations
- Increased presence, enhanced flexibility, and improved responsiveness
- Task-organized to deter forward, respond to crises, and win decisively

the development of advanced technologies. This philosophy acknowledges that the warrior is a premier element of all operational systems.

Today, ForceNet is moving from concept to reality. Initial efforts will focus on integrating existing networks, sensors, and command and control systems. In the years ahead, it will enable the naval service to employ a fully netted force, engage with distributed combat power, and command with increased awareness and speed as an integral part of the joint team.

Global Concept of Operations

"Sea Power 21" will be implemented by a Global Concept of Operations that will provide our nation with widely dispersed combat power from platforms possessing unprecedented warfighting capabilities. The global environment and our defense strategy call for a military with the ability to respond swiftly to a broad range of scenarios and defend the vital interests of the United States. We must dissuade, deter, and defeat both regional adversaries and transnational threats.

The Global Concept of Operations will disperse combat striking power by creating additional independent operational groups capable of responding simultaneously around the world. This increase of combat power is possible because technological advancements are dramatically transforming the capability of our ships, submarines, and aircraft to act as power projection forces, netted together for expanded warfighting effect.

The results will be profound. Naval capability packages will be readily assembled from forward-deployed forces. These forces will be tailored to meet the mission needs of the Joint Force Commander, complementing other available joint assets. They will be sized to the magnitude of the task at hand. As a result, our Navy will be able to respond simultaneously to a broad continuum of contingencies and conflict, anywhere around the world. The Global Concept of Operations will employ a flexible force structure that includes:

- Carrier Strike Groups that provide the full range of operational capabilities. Carrier Strike Groups will remain the core of our Navy's warfighting strength. No other force package will come close to matching their sustained power projection ability, extended situational awareness, and combat survivability.
- Expeditionary Strike Groups consisting of amphibious ready groups augmented with strike-capable surface warships and submarines. These groups will prosecute Sea Strike missions in lesser-threat environments. As our operational concepts evolve, and new systems like Joint Strike Fighter deliver to the fleet, it will be advantageous to maximize this increased aviation capability. New platforms being developed for Expeditionary Strike Groups should be designed to realize this warfighting potential.
- Missile-defense Surface Action Groups will increase international stability by providing security to allies and joint forces ashore.
- Specially modified Trident submarines will provide covert striking power from cruise missiles and the insertion of Special Operations Forces.
- A modern, enhanced-capability Combat Logistics Force will sustain the widely dispersed fleet.

The Global Concept of Operations requires a fleet of approximately 375 ships that will increase our striking power from today's 12 carrier battle groups, to 12 Carrier Strike Groups, 12 Expeditionary Strike Groups, and multiple missile-defense Surface Action Groups and guided-missile submarines. These groups will operate independently around the world to counter transnational threats and they will join together to form Expedi-

tionary Strike Forces—the “gold standard” of naval power—when engaged in regional conflict.

This dispersed, netted, and operationally agile fleet, as part of the joint force, will deliver the combat power needed to sustain homeland defense, provide forward deterrence in four theaters, swiftly defeat two aggressors at the same time, and deliver decisive victory in one of those conflicts. Employment of sovereign sea-based forces projecting offensive and defensive power across a unified battlespace will be central to every war plan. Equally important, this 21st-century fleet will be positioned to immediately counter unexpected threats arising from any corner of the world.

The Global Concept of Operations will increase striking power, enhance flexibility, and improve responsiveness. It will fulfill our broadened strategy by sustaining the on-scene capabilities needed to fight and win.

Achieving Our Vision

We are developing Sea Strike, Sea Shield, and Sea Basing through a supporting triad of organizational processes: Sea Trial, Sea Warrior, and Sea Enterprise—initiatives that will align and accelerate the development of enhanced warfighting capabilities for the fleet.

Sea Trial: The Process of Innovation

Our enemies are dedicated to finding new and effective methods of attacking us. They will not stand still. To outpace our adversaries, we must implement a continual process of rapid concept and technology development that will deliver enhanced capabilities to our Sailors as swiftly as possible.

The Navy starts with the fleet, and Sea Trial will be fleet-led. The Commander, U.S. Fleet Forces Command, will serve as Executive Agent for Sea Trial, with Second and Third Fleet commanders sponsoring the development of Sea Strike, Sea Shield, and Sea Basing capabilities. These commanders will reach throughout the military and beyond to coordinate concept and technology development in support of future warfighting effectiveness. The Systems Commands and Program Executive Offices will be integral partners in this effort, bringing concepts to reality through technology innovation and the application of sound business principles.

The Navy Warfare Development Command, reporting directly to the Commander, U.S. Fleet Forces Command, will coordinate Sea Trial. Working closely with the fleets, technology development centers, and academic resources, the Navy Warfare Development Command will integrate wargaming, experimentation, and exercises to speed development of new concepts and technologies. They will do this by identifying candidates with the greatest potential to provide dramatic increases in warfighting capability. Embracing spiral development, these technologies and concepts will then be matured through targeted investment and guided through a process of rapid prototyping and fleet experimentation.

The Sea Trial process will develop enhanced warfighting capabilities for the fleet by more effectively integrating the thousands of talented and energetic experts, military and civilian, who serve throughout our Navy. Working together, we will fulfill the promise of “Sea Power 21.”

Sea Warrior: Investing in Sailors

The Sea Warrior program implements our Navy’s commitment to the growth and development of our people. It will serve as the foundation of

SEA TRIAL IMPACT

- Fleet-led, enduring process of innovation
- Accelerated concept and technology development
- Enhanced headquarters / fleet alignment

SEA WARRIOR IMPACT

- Continual professional growth and development
- Improved selection and classification
- Interactive, web-based, incentivized detailing
- Networked, high-impact training

SEA ENTERPRISE IMPACT

- Greater process efficiencies
- Divestment of non-core functions
- Organizational streamlining
- Enhanced investment in warfighting capability

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warfighting effectiveness by ensuring the right skills are in the right place at the right time. Led by the Chief of Naval Personnel and Commander, Naval Education and Training Command, Sea Warrior will develop naval professionals who are highly skilled, powerfully motivated, and optimally employed for mission success.

Traditionally, our ships have relied on large crews to accomplish their missions. Today, our all-volunteer service is developing new combat capabilities and platforms that feature dramatic advancements in technology and reductions in crew size. The crews of modern warships are streamlined teams of operational, engineering, and information technology experts who collectively operate some of the most complex systems in the world. As optimal manning policies and new platforms reduce crew size further, we will increasingly need Sailors who are highly educated and expertly trained.

Introducing our people to a life-long continuum of learning is key to achieving our vision. In July 2001, we established Task Force EXCEL (Excellence through our Commitment to Education and Learning) to begin a revolution in training that complements the revolution in technologies, systems, and platforms for tomorrow's fleet. We are dedicated to improving our Sailors' professional and personal development, leadership, military education, and performance. Task Force EXCEL will apply information-age methods to accelerate learning and improve proficiency, including advanced trainers and simulators, tailored skills training programs, improved mentoring techniques, and more effective performance measurement and counseling tools. This growth and development focus will revolutionize the way we train.

Another initiative central to Sea Warrior is Project SAIL (Sailor Advocacy through Interactive Leadership). Project SAIL is moving the Navy toward an interactive and incentivized distribution system that includes guaranteed schools for high-performing non-rated personnel, team detailing, Internet job listings, an information call center, and expanded detailer outreach. These actions will put choice in the process for both gaining commands and Sailors, and it will empower our people to make more informed career decisions.

Our goal is to create a Navy in which all Sailors—active and reserve, afloat and ashore—are optimally assessed, trained, and assigned so that they can contribute their fullest to mission accomplishment.

Sea Enterprise: Resourcing Tomorrow's Fleet

Among the critical challenges that we face today are finding and allocating resources to recapitalize the Navy. We must replace Cold War-era systems with significantly more capable sensors, networks, weapons, and platforms if we are to increase our ability to deter and defeat enemies.

Sea Enterprise, led by the Vice Chief of Naval Operations, is key to this effort. Involving the Navy Headquarters, the Systems Commands, and the Fleet, it seeks to improve organizational alignment, refine requirements, and reinvest savings to buy the platforms and systems needed to transform our Navy. Drawing on lessons from the business revolution, Sea Enterprise will reduce overhead, streamline processes, substitute technology for manpower, and create incentives for positive change. Legacy systems and platforms no longer integral to mission accomplishment will be retired, and we will make our Navy's business processes more efficient to achieve enhanced warfighting effectiveness in the most cost-effective manner.

Our Navy values operational excellence as its highest priority, and the vast majority of our training is devoted to sharpening tactical skills. However, it is also important that our leaders understand sound business prac-

tices so that we can provide the greatest return on the taxpayer's investment. To meet this need, we are creating educational opportunities to teach our leaders about executive business management, finance, and information technology. For example, the Center for Executive Education at the Naval Postgraduate School brings together rising flag officers and private industry decision-makers to discuss emerging business practices. We must also extend this understanding to the deckplates, so that our future leaders gain experience in a culture of strengthened productivity and continually measured effectiveness.

Increased inter-service integration also holds great promise for achieving efficiencies. For example, the Navy and Marine Corps tactical aviation integration plan will save billions of dollars for both services, enhance our interoperability, and more fully integrate our people. Whether it is the U.S. Coast Guard's Deepwater Integrated Systems Program, new munitions being developed with the U.S. Air Force, joint experiments with the U.S. Army on high-speed vessels, or a new combined intelligence structure with the U.S. Marine Corps, we will share technologies and systems whenever possible. Such efforts must not just continue; they must expand. Savings captured by Sea Enterprise will play a critical role in the Navy's transformation into a 21st-century force that delivers what truly matters: increased combat capability.

Our Way Ahead

The 21st century is clearly characterized by dangerous uncertainty and conflict. In this unpredictable environment, military forces will be required to defeat a growing range of conventional and asymmetric threats.

"Sea Power 21" is our vision to align, organize, integrate, and transform our Navy to meet the challenges that lie ahead. It requires us to continually and aggressively reach. It is global in scope, fully joint in execution, and dedicated to transformation. It reinforces and expands concepts being pursued by the other services—long-range strike; global intelligence, surveillance, and reconnaissance; expeditionary maneuver warfare; and light, agile ground forces—to generate maximum combat power from the joint team.

"Sea Power 21" will employ current capabilities in new ways, introduce innovative capabilities as quickly as possible, and achieve unprecedented maritime power. Decisive warfighting capabilities from the sea will be built around:

- ▶ **Sea Strike**—expanded power projection that employs networked sensors, combat systems, and warriors to amplify the offensive impact of sea-based forces;
- ▶ **Sea Shield**—global defensive assurance produced by extended homeland defense, sustained access to littorals, and the projection of defensive power deep overland;
- ▶ **Sea Basing**—enhanced operational independence and support for joint forces provided by networked, mobile, and secure sovereign platforms operating in the maritime domain.

The powerful warfighting capabilities of "Sea Power 21" will ensure our joint force dominates the unified battlespace of the 21st century, strengthening America's ability to assure friends, deter adversaries, and triumph over enemies—anywhere, anytime.

Admiral Clark is the Chief of Naval Operations.



US Forces Building Up Around Iraq

DOW JONES NEWSWIRES

KUWAIT CITY, Kuwait (AP)--U.S.

Marines rode massive green hovercraft last week onto the Kuwaiti shore. But instead of assaulting hostile Iraqi troops, they joined Kuwaiti allies for a three-week exercise in the desert.

Fighter jets from the USS Abraham Lincoln flew overhead, not part of the exercise, but on their way to enforce a "no-fly" zone in southern Iraq.

Engineers in Qatar, meanwhile, are finishing a new forward command post for the U.S. Central Command -the men and women who would lead a war in Iraq. They're expected to arrive in November to direct another exercise from the low-profile buildings camouflaged as sand dunes.

Special operations forces have put up tents at a new base in Djibouti, across the Red Sea from Yemen. In Kuwait, part of an armored infantry brigade from Fort Benning, Ga., sits within 28 miles of the Iraqi border -a 10-hour drive to Baghdad.

U.S. military spokesmen insist the exercises and deployments are routine, or part of the war against terrorism. But there is little doubt these forces could be used in an invasion of Iraq to remove President Saddam Hussein.

During a visit to Kuwait last week, Central Command's Gen. Tommy Franks said his men "are prepared to do whatever we are asked to do."

While the governments of Bahrain, Qatar, Kuwait and Saudi Arabia refuse to discuss military matters, their citizens bear witness daily to the U.S. military presence in the region.

The Kuwaiti government ordered gas masks for all civil servants and authorized their sale to civilians. Troops have rolled out Patriot missile batteries to defend against possible Scud missile attacks.

"From what we're seeing, it looks like something is going to happen, but it's hard to know exactly what," said Bader al-Otibi, a government worker who was taken prisoner during the Iraqi occupation in 1990. "I'm against war, but I'm also against Saddam."

Along the featureless, rolling desert that is shared by Kuwait and Iraq as a border, unarmed U.N. monitors stand guard in a 10-mile-wide demilitarized zone. An electric fence and anti-tank trenches mark it, but there's little to slow an invading force.

Experts differ on the number of troops needed to invade Iraq -estimates vary from 50,000 to 350,000, depending on the strategy. Deployments already planned would bring the number of troops in the region to near 50,000 by November, which coincides with a U.S.-proposed deadline for Iraq to comply with U.N. resolutions.

U.S. military personnel, with their close-cropped hair, military-issue luggage and incongruous civilian clothes, are already in hotels in Bahrain, Qatar and Kuwait.

F-16 fighter jets roar over Qatar's capital, Doha, and vans full of troops shuttle between the 5th Fleet's headquarters in Juffair, Bahrain, and the international airport, where the U.S. Navy maintains a special terminal for aircraft that fly to the USS Abraham Lincoln and other regional bases.

The aircraft carrier USS Harry Truman, leading a third battle group, is scheduled to be within striking distance of Iraq in November to replace the USS George Washington battle group, Pentagon officials say, bringing the total U.S. naval forces in the area to more than 20,000 sailors and 255 aircraft.

The Marines, in Kuwait for the "Eager Mace" exercise, make up the 11th Marine Expeditionary Unit, an amphibious invasion force of 2,200 troops. A similar force

MORE

accompanies most carrier battle groups, meaning 6,600 Marines will be in the region in November.

The U.S. Air Force keeps 6,000 personnel and an undisclosed number of planes at Saudi Arabia's Prince Sultan Air Base; 1,700 troops at Incirlik, Turkey; and 3,300 at the al-Udeid Air Base in Qatar, currently home to refueling planes. Several thousand more U.S. Air Force members operate from two air bases in Kuwait and hundreds of ground support workers are in the United Arab Emirates and Oman.

Part of the 3rd Brigade, 3rd Infantry Division from Fort Benning is wrapping up a routine six-month tour as Kuwait's defenders, waiting to be relieved in November by the 2nd Brigade from Fort Stewart, Ga., a Central Command spokesman said. A typical armored infantry brigade numbers between 2,500 and 3,000 troops.

The Fort Benning troops, like the USS George Washington battle group's sailors, could have their stay extended, military spokesmen said.

Tanks and armored personnel carriers for another brigade sit ready at Camp Snoopy in Qatar and the U.S. Military Sealift Command recently hired cargo ships to carry more combat equipment to the region.

Apart from Djibouti, where U.S. special operations forces have set up a base, residents of Eritrea have reported U.S.-financed construction at former Soviet air and naval bases in their country on the Red Sea.

Sitting at a Starbucks in Kuwait City, Abdullah al-Mutairi said he thinks war is inevitable and necessary.

"Kuwait has a lot to lose from a war and Kuwait has a lot to lose if Saddam stays in power," al-Mutairi said. "It is better we choose war than to continue to live in fear."

U.S.: China Harassed Navy Ship

By Robert Burns, AP Military Writer

WASHINGTON -- Chinese coastal patrol planes buzzed an unarmed U.S. Navy ship several times and demanded that it cease "illegal operations" inside China's 200-mile economic exclusion zone, U.S. officials said Friday.

The incidents happened in the Yellow Sea over a period of weeks starting in early September. In an exchange of diplomatic notes with Beijing, the United States asserted its right to conduct what it calls oceanographic survey activity inside any nation's economic exclusion zone.

In Beijing on Thursday, Foreign Ministry spokeswoman Zhang Qiyue said, "We think it violates the international maritime law and we have made several representations to the U.S. side."

The U.S. ship involved, the USNS Bowditch, normally carries 28 civilian mariners and 27 oceanographers. It has since departed and is in port at Sasebo, Japan.

When asked about a Chinese media report this week that the American vessel had collided with a Chinese fishing vessel on Sept. 19, Zhang said she had no information about it. In Washington on Friday, Marge Holtz, a spokeswoman for the U.S. Military Sealift Command, which has administrative control of the Bowditch, said there was no truth to the report.

Another U.S. official, speaking on condition of anonymity, said that on several occasions Chinese patrol planes passed within 100 yards of the Bowditch. A Chinese fisheries patrol boat came within a few hundred yards and, in bridge-to-bridge communications with the Bowditch, demanded the U.S. ship desist.

Some U.S. Navy officials worry that such aggressive monitoring by China could lead to the kind of accident that caused a Chinese fighter plane to collide with a Navy EP-3 surveillance aircraft over the South China Sea in April 2001 -- a crisis that severely damaged U.S.-China relations.

This was not the first time the Bowditch's work has rankled the Chinese. On March 23, 2001, just nine days before the EP-3 collision, a

Chinese warship chased the Bowditch out of the Yellow Sea.

Publicly, Pentagon officials said they saw no reason for major concern about the latest incident. The White House does not want to raise tensions while President Bush is preparing to host Chinese President Jiang Zemin at his Texas ranch in October.

Lt. Cmdr. Jeff Davis, a Pentagon spokesman, said Friday there was nothing unsafe in the actions of the Chinese pilots and the crew of the Chinese fisheries patrol boat that continuously monitored the Bowditch.

Several officials said the Bowditch was operating 50 to 60 miles off China's coast, well beyond the 12-mile territorial limit but inside China's 200-mile economic exclusion zone. The U.N. Convention on the Law of the Sea stipulates that coastal states "have sovereign rights over the continental shelf (the national area of the seabed) for exploring and exploiting it." It defines the economic zone as stretching no more than 200 nautical miles from a country's shore.

The international treaty does not mention trespassing by a foreign vessel.

The Chinese government often mentions its economic zone but repeatedly refuses to elaborate on what it considers violations and whether that approach dovetails with international practice.

The United States maintains that transit and surveillance are allowed within any country's exclusion zone.

The Bowditch's operations, although conducted by a civilian crew and described by the Navy as oceanographic survey work, has important and sensitive military applications. Data collected by acoustical, geophysical and other types of surveys helps to "improve technology in undersea warfare and enemy ship detection," according to a Military Sealift Command fact sheet.

The Bowditch maps the contours of the ocean floor, and that information can help U.S. Navy submarine crews find safe niches where they can submerge and listen to Chinese communications.

Top Marine Blasts Joint Chiefs, Spurs Inquiry

By Rick Maze, Times staff writer

Departing Marine Corps Commandant Gen. James Jones complained Sept. 27 that the Joint Chiefs of Staff spend too much time managing their individual services and too little time on the larger mission of providing collective advice to the president and defense secretary.

Those comments have launched a Senate Armed Services Committee inquiry that will include current and former members of the Joint Chiefs to see if changes are needed in the military's command structure.

Jones is nominated to become the first Marine to serve as chief of U.S. European Command and NATO's supreme allied commander Europe when he steps down as commandant.

He said the Joint Chiefs of Staff spend most of their time on service-related matters such as the organizing, training and equipping of their forces, duties spelled out in Title 10 of the U.S. Code. But by focusing on internal service issues, the chiefs don't have as much time to discuss larger issues and reach consensus opinions about broader policy matters, Jones said.

"The roles and functions of the Joint Chiefs need to be re-examined and appropriately redefined in order to continue the tradition and expectation of being able to provide the best military advice to the secretary of defense and the president," Jones said.

Things have been better in recent months as the chiefs have reviewed war plans and made recommendations to administration officials, Jones said. But he suggested institutional changes may be needed to make certain the power of the Joint Chiefs is not eroded by other duties.

Jones blamed much of the problem on an unintended consequence of the Goldwater-Nichols Act of 1986, which reorganized the military command structure to give more power to combatant commanders and more clearly define the service chiefs' roles.

But the chiefs themselves also are partly responsible, he said. "It is very personality-dependent. Some of it is us, as service chiefs, who sometimes allow ourselves to be captured by the inner workings of the service," he said.

Jones said he had discussed the topic of balancing service and joint duties with the other chiefs.

Sen. Carl Levin, D-Mich., the committee chairman, said a thorough review of Goldwater-Nichols already was planned to ensure that the 15-year-old law fit into the Bush administration's vision of the defense structure.

But Jones' comments show there could be more fundamental problems, Levin said. He and Sen. John Warner of Virginia, senior Republican on the committee, said they will order a bipartisan staff investigation of Jones' complaint.

Rumsfeld Says U.S. Has 'Bulletproof' Evidence Of Iraq's Links To Al Qaeda

By Eric Schmitt

ATLANTA, Sept. 27 — Defense Secretary Donald H. Rumsfeld said today that American intelligence had "bulletproof" evidence of links between Al Qaeda and the government of President Saddam Hussein of Iraq.

Mr. Rumsfeld said that recently declassified intelligence reports about suspected ties between Al Qaeda and the Iraqi government, including the presence of senior members of Al Qaeda in Baghdad in "recent periods," were "factual" and "exactly accurate."

His comments today were the latest in a string of statements this week by senior administration officials — including Condoleezza Rice, President Bush's national security adviser, and Ari Fleischer, the White House spokesman — that seemed to raise the prospects of new proof linking Al Qaeda and Iraq.

But in each case, the officials have offered no details to back up the assertions. Mr. Rumsfeld said today that doing so would jeopardize the lives of spies and dry up sources of other information. He also acknowledged that the information he described was probably not strong enough to hold up in an American court.

"If our quest is for proof positive, we probably will be left somewhat unfulfilled," Mr. Rumsfeld said at a Chamber of Commerce luncheon here. "We're not going to have everything beyond a reasonable doubt."

The statements this week by senior administration officials have reopened a debate over the extent to which Iraq has ties to Al Qaeda. The administration had set aside serious efforts to prove this link in favor of a strategy that focused on what it contends is the threat from Iraq posed by weapons of mass destruction.

Administration officials say there is still no evidence to link Mr. Hussein directly to the attacks on Sept. 11 in the United States. Some intelligence and law enforcement officials said

today, in addition, that there was little new in what Mr. Rumsfeld and others were describing.

But the new statements of suspected links between Al Qaeda and Iraq happen to come at a time when the administration is trying to muster support both on Capitol Hill and at the United Nations for a resolution backing military action against Iraq, should Mr. Bush chose that path.

Mr. Bush on Wednesday talked about the danger "that Al Qaeda becomes an extension of Saddam's madness."

On Wednesday night, Ms. Rice said that "there are some Al Qaeda personnel who found refuge in Baghdad" after the American air campaign in Afghanistan began last October. She also said high-ranking prisoners at the United States Naval Station in Guantánamo Bay, Cuba, had told investigators that Iraq had provided some training to Al Qaeda in developing chemical weapons.

On Thursday, Mr. Rumsfeld said that contacts between Al Qaeda and Iraq had increased since 1998. "We do have solid evidence of the presence in Iraq of Al Qaeda members, including some that have been in Baghdad," he said. "We have what we consider to be very reliable reporting of senior-level contacts going back a decade, and of possible chemical- and biological-agent training."

But Mr. Rumsfeld added that the report of training in chemical and biological agents came from only one source. Other intelligence supports that report, but comes from less-reliable sources, officials said.

Even as Mr. Rumsfeld appeared to be offering new proof, Secretary of State Colin L. Powell met significant skepticism on Thursday from members of the Senate Foreign Relations Committee.

"To say, 'Yes, I know there is evidence there, but I don't want to tell you any more about it,' that does not encourage any of us,"

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said Senator Chuck Hagel, a Nebraska Republican. "Nor does it give the American public a heck of a lot of faith that, in fact, what anyone is saying is true."

Secretary Powell said that there were confirmed "linkages" between Al Qaeda and Iraq, but that "perhaps part of the confusion is that we're learning more over time as we get access to more and more" Al Qaeda prisoners and Iraqi defectors.

Mr. Rumsfeld explained today that he had met with his deputy, Paul D. Wolfowitz, and other top aides about a week ago, to figure out a way to declassify some of the information about Iraq-Al Qaeda links. He said intelligence analysts came back with "five or six sentences" that were "bulletproof" and could be cited in briefings with allies, lawmakers and the public.

"But they're not photographs," Mr. Rumsfeld said today. "They're not beyond a

reasonable doubt. They, in some cases, are assessments from limited number of sources."

In a day here that included interviews with four Atlanta television stations, a meeting with the editorial board of The Atlanta Journal-Constitution and the luncheon address, Mr. Rumsfeld also said that the United States did not have to capture Mr. Hussein to carry out its goal to change regimes in Iraq.

Asked by reporters how American officials could be sure of ousting Mr. Hussein, given intelligence reports that he uses several doubles to confuse possible assassins, Mr. Rumsfeld said the administration's goal was to ensure that the Iraqi leader was no longer was in power.

"If he's on the run, he's not governing Iraq," Mr. Rumsfeld said.

He compared such a scenario to that in Afghanistan, where the ousted Taliban leader, Mullah Muhammad Omar, remains at large, but no longer controls the country.

Iraq Has No Ties To Al Qaeda, Paper Says

Mideast: Editorial Denies U.S. Allegations, Adding That The Islamists Are Incompatible With Nation's Secular Regime.

By Reuters

BAGHDAD -- Iraq's most influential newspaper is denying U.S. accusations that Baghdad has links with the Al Qaeda terrorist network, saying Saturday that the allegations are a "stupid new American ploy."

The denial in Babel, the newspaper published by President Saddam Hussein's eldest son, Uday, came after top U.S. officials including Defense Secretary Donald H. Rumsfeld and Vice President Dick Cheney alleged links between Iraq and Al Qaeda, which Washington blames for the Sept. 11 attacks.

However, the Bush administration has not made public any evidence linking Hussein, whose ruling Baath Party is militantly secularist, to the radical Islamists of Al Qaeda.

"It is a stupid new American ploy," the front-page editorial in Babel said. "The ideology, structure and philosophy of our country do not meet with that of the Al Qaeda organization whatsoever."

"Bush's American propaganda campaign is trying to convince the Congress and the American public opinion that there is a link between Iraq and Al Qaeda after Bush failed to sell his allegation that Iraq possesses weapons of mass destruction."

"The American people should know that such an organization like Al Qaeda is outlawed in Iraq," Babel said.

Rumsfeld said last week that senior Al Qaeda leaders have been in Baghdad "in recent periods." Cheney also accused Iraq of "exchanges" with Al Qaeda.

Any proof of such a link would give the Bush administration powerful ammunition in its bid to persuade the U.N. Security Council to approve a new draft resolution requiring Iraq to comply with weapons inspections or face the consequences.

It could also help Bush get a congressional resolution authorizing use of military force against Baghdad if needed.

Skepticism Greeted Seizure Of Suspected Uranium

By Karl Vick, Washington Post Foreign Service

ISTANBUL, Sept. 29 -- Turkish police arrested two men near the Syrian border with a lead tube reportedly containing uranium, but international monitors said they were evaluating the incident with skepticism.

An initial report Saturday said the tube contained as much as 35 pounds of refined fissionable material -- about half as much as in the bomb that destroyed Hiroshima. But an official requesting anonymity discounted the report late today, saying that police mistakenly included the weight of the lead container in the estimate, according to the Agence France-Presse news service.

The undetermined radioactive material actually weighed three ounces, the official said.

The later report reinforced skepticism already being voiced at the International Atomic Energy Agency, the U.N. body that monitors nuclear proliferation. A spokeswoman said agency specialists "laughed" when they saw news photos of the container stamped with misspelled words and the phrase "Made in W. Germany."

The agency nonetheless takes the incident seriously, said the spokeswoman, Melissa Fleming. "What's significant is intent -- if there's a buyer," she said. "We'll have to rely on Turkey to tell us that."

Turkish officials were not available for comment today. However, suspicion immediately focused on Iraq, just 150 miles

from Sanliurfa, the city in southeastern Turkey where the two men were arrested.

The Bush administration and independent analysts say Iraqi President Saddam Hussein is trying to acquire weapons-grade uranium or other fissionable material for nuclear weapons. The International Institute for Strategic Studies, a research organization based in London, issued a report this month saying that Iraq could produce an atomic bomb within months after acquiring such material.

British officials said in a report last week that Iraq had attempted to obtain nuclear material from unnamed countries in Africa.

The container was discovered in a taxi hired by the two suspects, identified in news reports as Mehmet Demir and Saliah Yasar. The men were arraigned Saturday night on charges of trafficking.

The contents of the container awaited testing at the Turkish atomic energy department, which was closed today. Fleming said the International Atomic Energy Agency had been unable to reach Turkish specialists by phone, fax or e-mail.

Turkey, which bridges Europe and Asia, is a crossroads for illicit trafficking of drugs and immigrants. In 1998, Turkish authorities seized almost 10 pounds of unprocessed uranium and six grams of plutonium smuggled from the former Soviet Union. Last November, police in Istanbul arrested two men who offered undercover agents two pounds of uranium wrapped in a newspaper.

Marine Commandant Nominee Makes Pitch For TacAir Integration Plan

By Kerry Gildea

Marine Corps Commandant nominee Lt. Gen. Michael Hagee told senators Friday he supports a new plan to integrate additional Marine Corps aviation forces into Navy carrier wing deployment operations.

Navy and Marine officials recently unveiled this tactical aircraft (tacair) integration plan that could result in the installation of one Marine F/A-18 squadron aboard every deploying aircraft carrier battle group (Defense Daily, Sept. 9). Boeing [BA] is the prime contractor for the F/A-18.

"The tacair integration initiative represents a critical piece in the Department of Navy transformation effort," Hagee told the Senate Armed Services Committee (SASC) at a hearing on his nomination to the commandant post. "Along with doctrinal changes already effecting Naval operations, tacair integration represents a path to greater combat capability through the efficient use of all available Department of Navy resources."

However, he noted, that tacair integration can only be realized through a dedicated commitment to cultural and organizational change and the recent memorandum between the Navy and Marine Corps addresses this challenge.

"It is imperative that readiness accounts are appropriately funded to ensure adequate readiness levels to support the integration," Hagee said.

Under the integration plan, Navy and Marine strike fighter squadrons will train, deploy and fight side-by-side as part of carrier air wings and land-based, deployed expeditionary squadrons, he said in response to questions for the record provided at the SASC hearing. Having 10 Marine squadrons fully integrated into carrier air wings and three Navy squadrons joining the Marine Corps unit deployment program "will greatly improve our cross training, coordination and overall warfighting capabilities," he said.

In another area, Hagee said he supports the Marine Corps plan to forego buying the

Boeing [BA] F/A-18E/F and await fielding of the F-35B short takeoff, vertical landing variant of the Joint Strike Fighter. This plan, he told senators, is consistent with the Marine Corps' plans for modernization the force of EA-6Bs. Northrop Grumman [NOC] builds the EA-6B.

With current airframe and Improved Capabilities III (ICAP III) electronic warfare upgrades, the Prowler will remain viable against air defenses through 2015, he said. Procurement of 20 ICAP III kits over the next three years will allow the Marine Corps to reach full operational capability by 2007, Hagee noted. This plan, he added, will save about \$16.1 million in weapon system costs and will result in optimal unit pricing.

"I would continue to work with the Secretary of the Navy and CNO (Chief of Naval Operations) to evaluate the F/A-18G and alternative systems for out airborne electronic attach requirements," Hagee said.

In another area, Hagee also told SASC he continues to believe the Bell Helicopter Textron [TXT] UH-1 Huey utility helicopter upgrades program "is the best and most cost effective solution to satisfy the Marine Corps' warfighting requirements." The program office and Bell have the "right leadership and mechanisms in place to provide a quality product and prevent any further cost growth," he added.

The program came under scrutiny after suffering a cost growth that earlier this year qualified it as a breach of the Nunn-McCurdy amendment (Defense Daily, April 12).

The H-1 upgrade program is designed to increase the performance and range of the Marine Corps' Cobras and Hueys. The upgrade includes the installation of four-bladed main and tail rotors and for the Huey, a pair of General Electric [GE] T700 engines. The T700 engines replace the older Pratt & Whitney [UTX] PT6 Twin Pack, which consists of a pair of linked PT6 turboshafts. The Marine Corps plans to upgrade about 100 of its UH-1Ns to the UH-1Y configuration, and 180 of its AH-1W attack

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helicopters to the AH-1Z standard. Bell conducted the first flight of the UH-1Y Huey in December (Defense Daily, Jan. 8).

Meanwhile, the Advanced Amphibious Assault Vehicle (AAAV) program remains the Marine Corps' highest ground acquisition priority and it could be accelerated, Hagee told the panel.

General Dynamics [GD] is developing the AAAV.

"This vehicle will be able to deploy to objectives from over the visual horizon, 25 miles and beyond, and will allow our ships to remain beyond the range of many threat weapons and surveillance systems," he said. "It will help offset an enemy's anti-access strategies and bolster expeditionary operations from the sea. Once ashore, the AAAV will be one of the world's most capable infantry combat vehicles."

The current AAAV acquisition plan starts fielding in 2007, with completion in 2017, he

noted. While the acquisition plan is satisfactory, the lengthy AAAV fielding schedule of 10 years "is less than optimal," he said.

"The AAAV fielding can be accelerated providing full operational capability to the Marine Corps as early as 2013," Hagee said. "This acceleration would require additional funding in the budget years FY '09 through FY '13."

The Marine Corps also needs more access to high speed vessels (HSV), Hagee said.

Hagee said during his recent participation in a Navy-Marine warfighting exercise in the Pacific he became more convinced of the potential utility of HSVs and he intends to meet with the CNO to discuss how to integrate HSVs with the naval concept for seabasing.

"We believe that HSVs are multi-mission capable platforms that augment amphibious and pre-positioned ships in order to provide expeditionary sea-based capabilities to the current and future Joint Force," he said.

DoD Balks At Air Force JSF Cut

U.S. Service Seeks Other Savings To Fund Fighter

By Amy Svitak and Gail Kaufman

The U.S. Air Force is drawing up new budget options to fully fund their work on the multinational F-35 Joint Strike Fighter (JSF) after Pentagon leaders rebuffed a plan to cut development spending that could have delayed the program two years.

A minor firestorm ignited on Capitol Hill and in the Pentagon after the Air Force's first attempt to work around a \$15 billion shortfall in the service's six-year defense spending proposal. The shortage appeared in service documents submitted to the Office of the Secretary of Defense in late August.

The Air Force proposed Sept. 12 to reduce JSF development funds by "hundreds of millions of dollars" between 2004 and 2009, according to a senior Pentagon official familiar with the Air Force budget. The cut, which could have delayed the start of JSF production from 2008 to 2010, was made to cover health-care costs, overruns on key space programs, and new, classified investments, service officials said.

Pentagon leaders sent the Air Force back to their ledger sheets. At a Sept. 25 meeting of top defense officials, Pentagon acquisition chief Edward "Pete" Aldridge, a staunch defender of JSF, ordered Air Force Secretary James G. Roche to come up with a new plan.

Roche will discuss options at a quarterly meeting of the service's entire senior leadership beginning Oct. 1, and will meet with Aldridge soon after to review the resulting plan.

Air Force spokesmen declined to comment on the service's budget plans.

"The Air Force budget undergoes adjustment during the OSD review process," said Lt. Col. Sam Hudspath. "It is inappropriate to comment on specific program and dollar amounts."

Hudspath said the accounting snafu arose through "differing interpretations of fiscal guidance" from the Office of the Secretary of Defense.

A multirole fighter designed to replace a wide range of aging strike aircraft in air forces around the world, the JSF will be produced in three variants to suit conventional air forces, carrier aviation and expeditionary warfare.

The U.S. Air Force, Navy and Marine Corps plan to spend more than \$250 billion to build up to 2,800 JSFs, which are slated to be the only manned U.S. tactical aircraft in production after 2013.

Eight other nations are participating in the U.S.-led program's research and development effort. Called the system development and demonstration (SDD) phase, the effort is expected to cost about \$25 billion.

Lockheed Martin Corp., Bethesda, Md., has a \$19 billion contract to develop the aircraft in conjunction with Los Angeles-based Northrop Grumman Corp. and BAE SYSTEMS, London.

Plan or Ploy?

Air Force officials denied their plan to cut JSF had anything to do with a recently announced plan to add strike capability to the F/A-22 Raptor fighter. That program is now under Pentagon review and could be pared back from a planned buy of 295 aircraft to 180.

But some defense industry analysts see a connection between the two moves, suggesting it may be a ploy to get more money for the Raptor and other Air Force priorities. One U.S. defense industry source said the Air Force cut JSF on the belief that Congress and Pentagon leaders would restore funding rather than see that program suffer.

"It's a smokescreen to get a budget plus-up," the source said.

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Another Pentagon observer said the Air Force's proposal would have hurt the JSF's ability to compete for funds with other U.S. fighter projects.

"There is a great amount of money at stake," said Richard Aboulafia, who analyzes military aviation for the Teal Group, a defense industry consulting firm here. "The JSF is directly competing with the F/A-22 and the Navy's F/A-18E/F."

He said the Air Force was likely angling for a budget increase or manipulating the Navy to fund a greater share of JSF costs.

"It's a common maneuver," Aboulafia said. "But [the Office of the Secretary of Defense] needs to be careful — they need to keep the 'J' in JSF."

The Air Force proposal raised eyebrows as well on Capitol Hill, where many lawmakers support the fighter program, said an aide to a senior member of the Senate Armed Services Committee.

The Senate aide said the Pentagon's Joint Requirements Oversight Council, a body charged with determining military requirements, should have a legal role in assessing such plans and should report on the effect such proposals would have on other services and allies.

"That sort of impartial oversight should be in statute," the aide said. "It would provide the kind of safeguard that would make the services think twice about such outrageous ideas."

Lockheed Martin officials say the Air Force proposal would not have affected the early stages of JSF development.

"We do not anticipate any effect on the SDD phase of the F-35 Joint Strike Fighter program, which is in process now through 2012," said Lockheed Martin spokesman Tom Jurkowsky. The JSF team remains on time or ahead of schedule for all program milestones and schedules, he said.

JSF program officials agreed.

Zinni: Centcom Should Stay Put

By Paul De La Garza

Defense Secretary Donald Rumsfeld makes it sound simple. The U.S. Central Command in Tampa should be based closer to the operations it runs overseas.

Not all military minds agree.

Retired Marine Corps Gen. Anthony C. Zinni says he sees nothing but bad coming out of a move.

"I'm trying to figure out what you get out of this," Zinni, who was replaced by Army Gen. Tommy R. Franks as CentCom commander two years ago, said in an interview Friday. "It would be a magnet for people who want to kill Americans overseas."

Rumsfeld stirred the pot last week when he questioned the location of CentCom at MacDill Air Force Base. He said the difference in time zones between Tampa and CentCom's area of responsibility, which stretches from the Horn of Africa to the Middle East, "makes everything a little harder."

He also wondered why CentCom isn't based in the region it covers, as are the European Command and the Pacific Command. Rumsfeld said no decision had been made on whether to move CentCom.

Zinni, who has served as the Bush administration's special envoy to the Middle East, said that he has heard the arguments before but that they ring hollow. Every command, he pointed out, must deal with time zones, including the Pacific Command, whose area of responsibility runs from the western United States to Asia.

As for location, only the European Command, located in Germany, is based on foreign soil. The European commander also serves as the supreme commander of NATO. The Pacific Command covers countries as far away as Japan, South Korea and India but is based in Hawaii.

Referring to CentCom's Tampa location, Zinni said: "I could operate out of where it was. It didn't bother me. It was fine."

He noted that the services already have forces forward deployed in the region available to CentCom.

Franks repeatedly has said that technology allows him to run the war in Afghanistan out of MacDill without any problem. Adm. Craig Quigley, until a few months ago the CentCom spokesman, says Franks gets almost hourly briefings from commanders in the field and can get to them within minutes via telephone or video teleconference. With the help of remote-controlled unmanned aerial drones, he can see feeds of the war zone in a room adjacent to his office at headquarters. Franks also travels to the region regularly.

Rep. C.W. Bill Young, R-Largo, chairman of the House Appropriations Committee, says that in his various discussions with Franks, the general has never expressed a desire to move CentCom headquarters out of Tampa. He has talked about establishing a temporary headquarters in the region, but nothing permanent. Young, MacDill's biggest advocate in Congress, says he is convinced that CentCom headquarters will remain in Tampa.

Rumsfeld, however, said Franks has been after him since the start of the Bush administration to have the headquarters moved to the region. Franks has not commented publicly since the issue came up last week.

On Friday, Sen. Bill Nelson, D-Florida, met with senior staff to map out strategy to keep CentCom at MacDill. Nelson, a member of the Senate Armed Services Committee, plans to enlist Young, Sen. Bob Graham, D-Florida, and other members of the Florida congressional delegation in the fight.

The debate over CentCom's address is nothing new. Zinni said every new administration takes a shot at the Central Command. During the Clinton administration, for example, Defense Secretary William Cohen also pushed to have CentCom headquarters relocated. It was only after he saw a classified study on what it would take to make the move that he abandoned the idea, Zinni said.

"It just becomes too hard when you surface all the issues," Zinni said.

The three main obstacles to moving CentCom, Zinni said, are costs in the "hundreds of millions of dollars," security, and the impact on military personnel and their families.

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Saying he was thinking like a taxpayer, Zinni wondered where the money would come from, with the Pentagon budget and the economy already stressed. He also noted that during his tenure at CentCom, from August 1997 through July 2000, of the 25 countries in his area of responsibility only the island nation of Seychelles off the African coast did not have a terrorist threat.

"Where do you put it?" Zinni said. "Find a garden spot there that's pristine and security safe."

What happens, he asked, when the strategic picture changes and Iraq "goes away" and Iran, influenced by moderates, is no longer part of what the president has called the "axis of evil"?

Would it still make sense to have CentCom headquarters in the Persian Gulf region?

Moreover, Zinni said, a move into the volatile area could have a destabilizing political impact.

"Now you plop a big headquarters there," he said, "and you'll be playing into the hands of people who say America's here to take over the land."

If CentCom were to move to the region, families probably would have to stay behind because of issues like schools and housing, Zinni said. As a result, personnel would be

rotating out of the region in one-year cycles, meaning there would be no continuity and no stability among CentCom staff.

"They'd be miserable," Zinni said. "Why do you want to do that to them?"

Indeed, a CentCom spokesman, who declined to be identified, said that quality of life in Tampa was a big draw for military personnel. He said staff and their families were happy attending local schools and churches, that they feel like a part of the community.

The debate resumed because of plans announced by the Pentagon a few weeks ago to hold a military exercise in the region. In November, about a third of the CentCom staff, or 600 people, are to move to Qatar to test the ability to rapidly deploy a headquarters.

According to published reports, the idea is to have a command center in place in case of war with Iraq. Having a so-called forward element in the region is not a bad idea, Zinni said. During the Persian Gulf War, Gen. H. Norman Schwarzkopf established a headquarters in Saudi Arabia.

Still, Zinni said he wouldn't be surprised if Rumsfeld decides to pack up CentCom and leave Tampa. "They do things that don't make sense to me," he said.

Possibility of war could compress carrier training

By William H. McMichael

NORFOLK, Va. - With a possible second war with Iraq on everyone's lips, the Navy is looking at ways to put the squeeze on training time for its available carrier groups so they can be ready to fight sooner than scheduled.

Despite ongoing efforts to streamline the process, it remains to be seen how much time can be trimmed. But the Navy already has proved it can compress the training cycle to a significant degree.

After the service was ordered to maintain a two-carrier presence in the North Arabian Sea during the early months of air strikes against al-Qaida and Taliban targets in Afghanistan, several follow-on carrier groups left early to relieve those carriers on station, led by the Enterprise and the Carl Vinson and join the war.

The John C. Stennis left a full two months early. The John E Kennedy, although delayed a month for repairs, left at least a month earlier than scheduled.

Two carriers, the George Washington and the Abraham Lincoln, currently are deployed, and only one now is required to support Operation Enduring Freedom. But the Navy knows that if the decision is made to attack Iraq, the administration once again will want at least two of its floating airfields on hand to launch strikes. Two carriers will be particularly vital given the potential shortage of sufficient war-friendly airports in the region due to political differences.

The San Diego-based Constellation, the next Pacific fleet carrier to deploy, is about to begin its final joint training exercise but will stay on schedule, according to Cmdr. Jacquie Yost of 3rd Fleet. On the East Coast, 2nd Fleet Cmdr. Ernest Duplessis said the Harry S. Truman has just completed a major training exercise but still faces its final joint training. The carrier is scheduled to deploy later this year.

Two other West Coast carriers, the Nimitz and the Carl Vinson are in the training pipeline, but well behind the Constellation. The Nimitz is about to begin its Composite Unit Training Exercise, or CompTuEx - a carrier group's "midterm exam," the passing of which certifies it for deep-water operations. The Carl Vinson just started its predeployment training, Yost said. The remaining East Coast carriers either are in or are about to start maintenance availabilities.

Officials with 7th Fleet and the Kitty Hawk could not be reached for comment. But the Japan-based carrier recently was grappling with maintenance issues that resulted in the firing of its commanding officer and chief engineer, and the ship presumably must accomplish a full slate of training before sailing anywhere.

None of the other carriers have been told to get ready to go or speed things up - yet. "We have not been ordered to change any of the final deployment dates for the carriers," Yost said. Schedules for Atlantic Fleet carriers are likewise unchanged, said Lt. Fred Kuebler, a 2nd Fleet spokesman.

Both the Pacific and Atlantic fleets have been working hard to streamline and instill more flexibility in their 18-month carrier training cycles for at least a year now. That effort was redoubled after the terrorist attacks of Sept. 11, 2001.

Said Yost, "We are aggressively looking at this 18-month cycle. We've got some room to make some efficiencies."

On the East Coast, 2nd Fleet continues the same sorts of efforts. "We're always looking for ways that we can maximize our time and our training so we can have our carriers ready if the world situation dictates," Duplessis said.

The most immediate accelerated taskings, should the U.S. go to war with Iraq, would

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likely come out of Pacific Fleet. Constellation, however, will remain on schedule because it is so far along; the group is about to start its final pre-deployment exercise group certification to deploy.

"We can't squeeze it anymore," Yost said. "It's important for the sailors and their families to understand that it won't be moved up." The Atlantic Fleet's Harry S. Truman group just completed its CompTuEx, Duplessis said. It would be unlikely to deploy before completing in the coming months its Joint Task Force Exercise, which certifies a carrier group for deployment. But, as in Stennis' case, an acceleration is possible.

The remaining East Coast carriers aren't likely to go anywhere anytime soon, officials say. The Theodore Roosevelt remains in a post-deployment availability at Norfolk Naval Shipyard in Portsmouth, Va.; the John F. Kennedy is scheduled for a major pierside availability in Mayport, Fla., beginning in early 2003; the Enterprise is undergoing an extended dry-dock availability in Portsmouth and won't be operational until January; and the Dwight D. Eisenhower is in the midst of its midlife refueling at Northrop Grumman Newport News, Va., shipyard.

Navy Rebuffs Christie's Concerns About Deploying Systems Early

By Malina Brown

Responding to allegations the Navy has deployed systems that did not perform adequately in testing, Navy Secretary Gordon England acknowledged last week that the war on terrorism demanded the service put to use new weapons prematurely in order to meet warfighting needs.

Thomas Christie, the Pentagon's director of operational testing, raised the concerns last month. England has since assured Christie that "the risks were evaluated and considered acceptable to deploy these weapons systems to support our emerging plans in the war on terrorism," according to a recent memo reviewed by Inside the Navy.

In an Aug. 1 memo, Christie said he was worried "about an apparent trend by the Navy to deploy an increasing number of combat systems into harm's way that have not demonstrated acceptable performance during adequate operational test and evaluation." Christie's memo points to five systems that he said were used in the war on terrorism, despite poor performance during testing.

The systems in question are the Joint Stand-Off Weapon (JSOW), three F/A-18E/F Super Hornet systems -- a classified system, the Advanced Targeting and Designation Forward Looking Infrared system (ATFLIR) and plans for the Shared Reconnaissance Pod (SHARP) -- and the BQQ-10 submarine sonar system's Acoustic Rapid Commercial-Off-the-Shelf Insertion (ARCI) program.

Christie's memo was circulated last week by the Project on Government Oversight, a self-described nonpartisan watchdog group.

In detailing his objections, Christie notes which systems did not fare well in testing.

The JSOW-A, part of a family of satellite-guided bombs, was delivered to the aircraft carrier John C. Stennis (CVN-74) before it passed operational tests, writes Christie.

Meanwhile, the unspecified classified system for the Super Hornet was "decertified" from tests in February due to unsatisfactory performance. Yet Christie writes that this summer he heard of plans to use it anyway under rewritten performance goals. He also discusses April tests of ATFLIR in which only two of seven laser-guided bombs demonstrated "acceptable performance."

Christie is also concerned about proposals to accelerate SHARP, designed for the Super Hornet, before adequate testing. Similarly, he argued against the Navy's decision to install ARCI on submarines before it demonstrated "acceptable reliability" during testing.

Christie concludes his letter by stating, "I strongly recommend that you adopt a policy of deploying new combat systems after they have demonstrated appropriate performance during adequate operational test and evaluation."

In his response, England assures that it is the service's policy to conform to OT&E procedures prior to deploying systems. He added that each system Christie named "will continue with their test efforts to complete OT&E in accordance with their program plans."

According to Ron O'Rourke, an analyst with the Congressional Research Service, Christie's memo, "plays into a larger discussion about where DOD is going with defense acquisition generally. The emphasis from OSD seems to be to accelerate and streamline the process as much as possible. That's something that a lot of observers would likely support as a general goal.

"But some observers -- including some who support defense acquisition streamlining as a general goal -- are concerned about just how much the process may be telescoped or accelerated and what implications that may have

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for things like congressional oversight and operational test and evaluation," O'Rourke said.

"There is natural tendency to send new hardware towards the sound of gunfire," according to John Pike, director of GlobalSecurity.org, a Washington-based public policy organization. "There is a lot of pressure on project managers and contractors to get 'combat proven' stamped on their literature," particularly under the current Pentagon's leadership, he said.

Defense Secretary Donald Rumsfeld has instituted "a fundamental philosophical shift"

towards a spiral development approach, Pike said, characterizing the new tendency as an urge to deploy weapons "as soon as they 'have been known to work on occasions' rather than waiting until they are proven to be combat effective."

Countering suggestions the service has become "trigger happy," Navy spokesman Ens. David Luckett said the service balances "a conscious awareness of test results, schedule delays and real impact to future deploying units.

"Most importantly," said Luckett, "the Navy will not deploy a system that it believes will endanger our sailors."

CVNX May Fall To 2 New Carriers

Cost-Cutting Likely Instead of High-Tech

By Michael Fabey, Daily Press

NEWPORT NEWS -- Dimming prospects that the Pentagon will spend more than \$10 billion to develop the futuristic CVNX aircraft carrier are increasing the odds that the Navy will, instead, opt to build up to two more Nimitz-class carriers at Northrop Grumman Newport News.

That kind of change in naval strategy - now considered likely by leading defense analysts - would have a tremendous effect at the local shipyard, the only U.S. site capable of building the large-deck nuclear-powered ships.

Any deal to follow the CVN-77, now being built, with one or two more Nimitz-class carriers would be welcome news for the thousands of waterfront workers employed by such projects. But the Navy, Northrop and other contractors had planned on a host of engineering and design improvements for the CVNX. Some, if not most, of that work could be scrapped if the Navy opted for more Nimitz-class hulls. But the Navy has plans to make some technological improvements within the Nimitz-class carriers.

The Navy has previously shown its willingness to cancel significant carrier advancements in favor of saving money, killing the proposed \$450 million new warfare system for the CVN-77. Now, leading industry-watchers in Washington say, the CVNX is heading for the same end.

Officially, Navy brass and Northrop officials refuse to declare the CVNX doomed. Northrop insists that the project will ultimately save time and taxpayer dollars.

"We disagree that CVNX is too expensive," Northrop Grumman Newport News spokeswoman Jerri Fuller Dickeski said. "The recurring cost of CVNX1 is less expensive - in terms of both man-hours and costs - than another Nimitz-class repeat ship built in the same year because we have designed the ship to be simpler and more producible."

Northrop asserts that the initial price tag includes one-time costs associated with any new

ship design. The effect of those nonrecurring expenses is lessened as the yard produces more versions of the new-generation carrier.

But questions about the need for the high-cost CVNX in the Navy's future are being raised in the Pentagon. Defense Secretary Donald Rumsfeld is expected to make a call on the program by Thanksgiving.

Top Pentagon observers say, however, that the next-generation carrier has lost favor as the nature of America's enemies has changed from superpowers to decentralized terrorist networks.

"I think the CVNX is history," said Chuck Spinney, a Pentagon program planner. "They're going to wind up building another Nimitz-class carrier."

Defense analyst John Gresham agrees - to a point. "They're going to go to Newport News and ask for a deal," he predicted. "They're going to repeat Nimitzes for (CVN-) 78 and 79 - I think the Navy is going to try to get two in one year. Congress hates to do it that way, but the Navy needs to replace its fossil-fuel carriers."

The Navy has contracted for two carriers at a time in the past. The yard can't accommodate two carriers at the same time in Dry Dock 12 - the birthplace of the aircraft carrier Ronald Reagan - but it has built four nuclear-powered carriers in Dry Dock 11.

What's convincing analysts that Rumsfeld might decide to do a two-Nimitzes-for-one-CVNX switch is the condition of the USS John F. Kennedy and Kitty Hawk. Those fossil-fuel carriers have been cited for numerous maintenance problems. But pulling both ships out of service without replacements would drop the carrier fleet below the minimum number that the Navy says it needs to carry out its missions.

"The carrier is the linchpin of the Navy's planning for its force structure," Spinney said. "All the other numbers for planes, destroyers and other ships derive from the number of carriers out there."

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Analysts say the Navy sailed away from the CVNX and toward another Nimitz when it scaled down the CVN-77 warfare system. The failed attempt to make the advancements will add to the CVNX cost - more than twice the estimated \$5 billion to build the CVN -77.

What's more, defense experts say, Congress and the Pentagon are getting weary of expensive broken promises.

"Look back at what was promised with the CVN-77," Spinney said. "They said they would save the taxpayers money with that ship."

The warfare-system improvements were supposed to save about \$1 billion over the lifetime of the ship, with technological improvements and personnel cuts. The ship was also supposed make the CVNX cheaper by incorporating the warfare -system changes from the CVN-77. Still, Navy contracts indicate, the construction cost of the CVN-77 wound up being almost twice that of its predecessor, the Ronald Reagan, scheduled for delivery next year.

"Two times the cost, and for what?" Spinney asked. "There's no warfare system. There's no bridge ship. There's not one penny saved. We basically just have another Nimitz carrier."

Local shipyard and Navy officials say there are some other improvements in the ship, in some of the computer networks and machinery operations.

The CVN-77 has become a bargain-basement ship now, though. "The CVN -77 configuration is now being driven by cost," said Ronald O'Rourke, a shipbuilding expert at the Congressional Research Service.

Whereas the previous Navy mandate for the CVN-77 was to soup it up with a new warfare system and other advancements, the mantra now is cutting costs and saving money.

"Clearly, the Navy is under pressure to control costs for CVN-77," O'Rourke said.

It's not just the CVN-77 - or even carriers - coming under review. Navy acquisition chief John Young sent a memo to Navy money

managers in August, saying he wanted cost reviews of every significant expensive program. "I would attach urgency to newer major development programs," the memo read.

O'Rourke said, "The Office of the Secretary of Defense has made it clear that the Navy needs to manage its costs and cost overruns - in particular, its shipbuilding costs."

Defense analyst Gresham said the Navy's current cost problems traced back to the Reagan administration's decision to keep building the same type of carriers, jets and other weapons, instead of investing more into developing new programs.

"The Navy's last major success was the Arleigh Burke destroyer," Gresham said. "And that was decades ago. The Navy has forgotten how to buy and build ships. I can't overemphasize the Navy's inability to manage how it buys or builds systems or ships. It simply can't be trusted when it comes to shipbuilding."

Spinney cites the Navy's CVN -77 contract as a prime example of the cost problems. In its Naval Sea Systems Command annual report, the Navy bragged that its "innovative" contract allowed contractors to conduct research and development concurrently with ship production - a timesaving "first" for the carrier program.

Usually, Navy shipbuilding contracts separate the research-and-development work from shipbuilding, so Congress and Navy planners can better figure out how much a ship or system will cost.

But under the Navy's revised contract, determining how much more time or money went into the CVN-77 warfare system became more difficult.

"When we refined the cost estimates, we found it was going to be significantly more money," said Paul Schneider, the Navy's principal deputy assistant secretary for research, development and acquisition.

Schneider wouldn't say how much more cost the review uncovered. But he said the CVNX would be the ship to bear the extra costs for such transformational work.

The Latest Word On Trends And Developments In Defense And Aerospace

A-12 Payment Deadline Is Today. Boeing and General Dynamics face a Navy-imposed deadline today to pay the service nearly \$1.2 billion each for default on the A-12 aircraft contract over a decade ago. Last Wednesday Navy Acting General Counsel Thomas Kranz wrote the two companies that their request for further deferment of the payments is "denied," DoD spokesman Maj. Ted Wadsworth says. In August Navy Comptroller Dionel Aviles wrote a similar letter to the contractors setting the Sept. 30 deadline.

...Hammer Down! Whereas the August letter said failure by the contractors to pay would result in the matter being turned over to the Defense Finance and Accounting Service (DFAS) for collection, the Sept. 25 letter is more direct about how the money will be collected. "Unless payment is received by Sept. 30 then the Department of Defense will instruct the DFAS to withhold payments upon current defense contracts to which either Boeing or General Dynamics is a party," according to Wadsworth. He adds that the letter is intended to be a consolidated statement by DoD, the Justice Department and the Navy.

...Talks Continue. Wadsworth says that as of last Friday the government and the contractors were still negotiating to reach a settlement. Even if settlement negotiations don't bear fruit, the companies will pursue action through the courts. "The legal process certainly is far from over," says Boeing spokesman John Dern. "The company believes it has a strong legal case which we are continuing to pursue in the courts. So any demand for immediate payment is unwarranted." GD spokesman Kendell Pease adds that the collection action is "unwarranted."

Revisiting Goldwater-Nichols. Soon to leave his post as Marine Commandant, Gen. James Jones, now nominee as the Commander-in-Chief of U.S. European Command and

Supreme Allied Commander Europe, reports though the Goldwater-Nichols Act remains critical to promoting joint approaches and capabilities among the services, it may have produced some unintended consequences that should be examined. For example, Jones says, the Joint Staff currently finds itself immersed in day to day Title 10 responsibilities at the expense of providing military advice on pressing global issues. "The roles and functions of the Joint Chiefs needs to be re-examined and appropriately redefined in order to continue the tradition and expectation of being able to provide the best military advice to the Secretary of Defense and the President," Jones tells SASC. "This is a very significant statement...and we should dig deeper," SASC Chairman Carl Levin (D-Mich.) tells Jones.

...Acquisition Accountability. Jones also notes that more work must be done in the area of acquisition reform and that service chiefs might be given a larger role in the acquisition process. The chiefs, he says, are expected to draw the line at requirements, staying away from acquisition matters. "Law and expectations are out of sync," he says. For example, in the case of the V-22, Jones found himself accountable for the problem plagued program, yet he could have very little say in the acquisition process. Leaving his post, Jones says he wishes he could have done more in the area of acquisition reform and to improve business practices. "We can't have major programs that take 10 years," he adds.

Re-sizing the MSPF. Among the lessons that the 26th Marine Expeditionary Unit (MEU) carried away from its time in Afghanistan last year was that its maritime special purpose force (MSPF) is "a little bit on the small side," the 26th MEU's commander, Marine Col. Andrew Frick, says. As a result, the unit will modify its MSPF by putting a company-sized group of Marines in support of that. The missions undertaken by a MEU's MSPF include urban interdiction and strike operations. **MORE**

House Action? The American Shipbuilding Association is lobbying for House action to match a Senate-proposed \$9.2 billion in the FY '03 Navy shipbuilding and conversion (SCN) account. The association, in a Sept. 13 letter to House Appropriations Committee defense panel chairman Jerry Lewis (R-Calif.), argues that the Navy's own proposal for SCN funds in FY '03 is more than \$1 billion too low to prevent the fleet from "[continuing] its dive toward 180 ships or fewer." The Navy has asked for an SCN account of \$8.2 billion in FY '03.

Half Billion. A Boeing spokeswoman notes the company's award last week of a \$510 million Navy and Foreign Military Sales contract for F/A-18 aircraft avionics improvements represents an ongoing relationship between the firm and aircraft customers in the U.S. Navy and Marine Corps, as well as the militaries of Switzerland and Canada. Actual funding from the award, in the near term, amounts to \$41 million to start, with the other funds to be awarded in the future as electronics systems upgrades are purchased.

Fewer Sailors Using Illicit Drugs

By MATTHEW DOLAN, The Virginian-Pilot
NORFOLK -- Had he been a civilian, Casey S. Cuccio might have gotten a second chance.

But Cuccio is an 18-year-old petty officer third class, who, while stationed aboard the fast frigate Carr, supplied his shipmates with Ecstasy and cocaine.

For those offenses, a military judge sentenced Cuccio to at least 15 months behind bars, stripped his pay and benefits and kicked him out of the Navy.

In recent months, career-ending cases like Cuccio's have quietly filled the dockets in the courthouse at the Norfolk Naval Station.

That trend could change soon.

Navy officials said last week that the service's zero-tolerance approach, combined with a massive increase in testing, may finally be stemming the tide of Ecstasy and other illicit drugs within the service.

The total number of sailors testing positive for drugs in the last year has dropped for the first time in four years, according to preliminary Navy figures.

If trends continue through this month, this fiscal year could mark a record low for detected drug use since the service started urinalysis testing in 1981.

In 2000, the Norfolk-based Atlantic Fleet discharged 1,060 of its newest sailors because of drug use. So far in 2002 the number jumped to 1,341. But the fleet also increased its drug testing by almost 50 percent.

The result? A drop in the percentage of positive drug tests among sailors.

"About a year and a half ago, I sent a message to all commanding officers concerning an apparent increase in drug abuse among first-term sailors," Adm. Robert J. Natter, the commander in chief of the Navy's Atlantic Fleet, said in a statement Friday. "I asked COs to address this problem with education and increased testing."

About 10,300 officers and 100,000 enlisted sailors serve in the Atlantic Fleet.

The Navy is also the only service to see a decrease in Ecstasy use, with the latest figures showing the service on course for a 25 percent reduction this year compared to last year.

In the year ending Sept. 30, 2001, 434 sailors tested positive for Ecstasy. So far in this fiscal year, 296 sailors have tested positive for the drug.

Several federal authorities said they do not believe that local sailors are using Ecstasy at higher rates than the civilian population.

However, they cautioned, many sailors, especially those who are young and single, are likely to visit clubs, bars and private parties where Ecstasy is sold.

Ecstasy, known scientifically as methylenedioxymethamphetamine, or MDMA, is a psychoactive pill that typically induces feelings of euphoria and dramatically raises blood pressure, heart rate and body temperature. It gained popularity in the 1990s at all-night dance parties known as raves.

Among high school seniors surveyed last year, 9 percent said they had tried Ecstasy in the past year. College students reported similar usage.

In recent years, the Navy had kicked out more of its members than all of the other services combined for drug use, according to independent media reports. Ecstasy use, while still no more than 10 percent of all positive drug tests in the Navy, also grew dramatically.

The issue is still sensitive enough that the Navy declined all interview requests this week with senior military prosecutors and defense attorneys about its Ecstasy cases.

But Greg Golden, special agent in charge for the Naval Criminal Investigative Service field office in Norfolk, said his agents' efforts, combined with other federal agencies, have produced results.

"Drugs don't stop at the gate," Golden said. "But drug use is down and down significantly."

"I talked to some of my senior guys and after the increase in the last couple of years, it seems to be tapering off."

But Greg McCormack, whose law practice specializes in local military cases, disagreed.

Last year, McCormack, a Virginia Beach attorney, represented an airman at Langley Air Force Base in Hampton who was busted by an

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undercover agent on an Ecstasy-related charge. He also represents a sailor facing court-martial in the Carr case.

McCormack warned that the armed forces shouldn't predict the end of the Ecstasy surge among its ranks too soon.

"I don't think it's leveled off," he said. "I think it's still out there and I think it's got to be the drug of most concern to the Navy."

Most drug cases never reach courts-martial. They are handled through a less-severe judicial process known as Captain's Mast.

Unlike the growing drug-court phenomenon in the civilian world, rehabilitation does not appear to be part of the Navy's anti-drug use strategy.

Approximately 94 percent of sailors who test positive for illegal drugs are removed from the service, said William Flannery, head of the alcohol and drug abuse prevention branch at the Navy's Personnel Command Headquarters in Millington, Tenn.

"Our mission is much different from other civilians. Our mission is to protect the American freedom," Flannery said last week. "We're the fighting force, and drug use is a cancer on the effectiveness in mission readiness and poses potential dangers for us all."

Exceptions can be made for those sailors, for example, who successfully argue they did not knowingly ingest the illegal drug.

The cases in the Navy that usually reach court-martial involve the distribution of illegal drugs, attorneys said.

This year, Cuccio and three other junior sailors once stationed aboard the Norfolk-based Carr were charged with drug-related crimes. Prosecutors and naval criminal investigators declined to discuss the case, but Cuccio's attorney said the crimes were uncovered by an undercover agent.

Cuccio's sentence is now under review by the Navy's Mid-Atlantic Regional Command.

Seaman David F. Weller, 20, pleaded guilty to unauthorized absence, possession of marijuana with the intent to distribute, illegal use and distribution of marijuana, and illegal use of Ecstasy on Aug. 7. He received a 12-month sentence and a bad conduct discharge.

On Sept. 23, Petty Officer 3rd Class Cameron D. Grantham, 23, received two years behind bars, reduction in rate to seaman, forfeiture of all pay and allowances, and a bad conduct discharge.

Seaman Frank E. Crim, 20, the fourth defendant who has been held in the brig since April, will face Ecstasy-related charges at an upcoming court-martial. McCormack said Crim intends to plead not guilty.

Natter said this week that he believes that an overwhelming number of sailors understand and abide by the Navy's strict drug policy.

"But for that fraction of a percent that just don't get it, my message to them is clear," he said. "There is no place for drug abusers in the Navy."

Beach Council Leans Toward Seeking All Super Hornets

By Jason Skog

VIRGINIA BEACH -- A slim majority of Virginia Beach City Council members said Friday they are ready to recommend to the Navy that all 162 new Super Hornet jets on the East Coast be based at Oceana Naval Air Station.

However, several of their colleagues aren't so sure, despite the strong support from the city's Super Hornet Commission and city staff members.

The request to bring all the new F/A-18 jets to Oceana exceeds what the Navy has said it would prefer. The Navy proposals would place no more than eight fleet squadrons-- a total of 104 jets -- at Oceana. In addition, the service has recommended basing its 32-plane Super Hornet training squadron there.

Several council members who haven't made up their minds said they were talking to each other and citizens about Tuesday's scheduled council votes on resolutions regarding the Super Hornets.

"It's a very complex and critical issue, and I don't think there's an easy answer," said Princess Anne District Councilman Jim Reeve. "I think that's why there's so much dialogue going on." Originally, next Wednesday was to be the last day for the public to comment on the Navy's draft Environmental Impact Statement outlining the potential economic and environmental effects of the new aircraft at Oceana and other locations. However, the comment period was extended to Oct. 11.

The Navy is looking at two other sites on the East Coast besides Oceana for its new Super Hornets: Beaufort Marine Corps Air Station in South Carolina and Cherry Point Marine Corps Air Station in Havelock, N.C.

The Navy wants the training squadron at one of the three bases by 2004, followed a year later by another 10 fleet squadrons of 13 planes each.

Mayor Meyera E. Oberndorf, Vice Mayor Bob Mandigo, and council members Margaret L. Eure, Peter W. Schmidt, James L. Wood and Rosemary Wilson said they want all the jets based in Virginia Beach.

But several other council members said they're still wrestling with the issue.

"I think a lot of people are on the fence, to tell you the truth," said longtime Bayside District Councilman Louis R. Jones.

Councilman Ron Villanueva was reading over the Navy's environmental assessment Friday and had been "in intense conversation with our congressional delegation and our chamber people."

Others are disappointed with the findings of the nine-member Super Hornet Commission -- which was appointed by Oberndorf -- not because they disagreed but because they felt it lacked substance.

"No matter if people are for or against something, I like for them to at least listen to all the facts and then make a decision, but I couldn't determine what facts they had been given," Councilwoman Reba S. McClanan said.

McClanan has introduced a resolution that supports one of the Navy's two preferred options. Under that option, six Super Hornet fleet squadrons would go to Oceana and four would go to Cherry Point.

McClanan said she's proposing the additional resolution because the commission's recommendation ignores the Navy's own preferences.

Kathleen McGrath; Commanded Warship

By Graeme Zielinski, Washington Post Staff Writer

Kathleen McGrath, 50, a McLean resident and Navy captain who in 2000 became the first woman to take a U.S. warship to sea, died of lung cancer Sept. 26 at Bethesda Naval Medical Center. She had lived off and on in the Washington area since the 1990s.

Capt. McGrath commanded the USS Jarrett, a 453-foot frigate, in a mission to the Persian Gulf to stop oil smugglers. She made headlines with the voyage, adding to the debate over the role of women in the military.

Women had served in the Navy on support vessels since 1978, but it wasn't until 1994 that they were allowed on warships.

After an unlikely climb up the ranks, Capt. McGrath was one of five women selected in 1998 to command Navy combat ships; the other four wound up on amphibious transport vessels.

When asked about the significance of her command, she told Time magazine in 2000: "You don't get to this position by saying, 'I'm different and I'm special, so therefore I deserve to be the CO.' "

Her executive officer on the Jarrett told a reporter in 2000: "She's not in command because she's a woman. She's in command because she's better than everyone else who's not in command."

It was business as usual aboard ship during the difficult mission. Among the only major

changes aboard was the removal of a spring-loaded toilet seat that was always in the up position.

Capt. McGrath, a native of Columbus, Ohio, was a forestry graduate of California State University at Sacramento and received a master's degree in education from Stanford University.

She called herself an "accidental Navy officer," saying she joined in 1980 on a whim after her six-year career with the U.S. Forestry Service grew boring.

She was standing watch on a Navy support vessel in the 1980s when she first thought to pursue the command of a ship. But she was told initially that she could not enroll in the required Surface Warfare Officers School.

She eventually secured a slot and served as commander of salvage ships, and later served in the Navy's personnel bureau.

Her last assignment, before retiring last month because of illness, was at the Joint Advanced Warfighting Program.

Survivors include her husband of 10 years, Greg Brandon, and their two children, Claire and Andrew Brandon, both of McLean; her parents, James and Martha McGrath of Sequim, Wash.; three sisters; and two brothers.

Luxury Homes Set For Ex-Base

Development: Two Companies Acquire 238 Acres Of The Old Tustin Marine Site, For Up To 1,910 Dwellings.

By Daryl Strickland and Evan Halper, Times Staff Writers

The unnamed companies that were quietly buying up parcels at the closed Tustin Marine base have revealed themselves--as well as their plan to transform a large chunk of the ramshackle base into a colony of luxury homes.

Operating under the name HomeHelp and spending a total of \$208 million in three online auctions, Lennar Homes and William Lyon Homes acquired 238 acres on the base from the Navy. As the last auction closed Thursday, ending a frantic scramble among developers in a rare opportunity for prime land in Orange County, the companies disclosed their identities.

They beat about a dozen competitors for the right to build up to 1,910 homes on the land. Of the 238 acres, 172 lie within Tustin city limits and the remainder in Irvine. The homes will be built at an average of seven to 12 to the acre in communities that will be called Tustin Villas, Moffett Meadows and Marble Mountain. Those communities will include at least 292 homes priced for moderate incomes.

But the companies say they have even bigger plans. They hope the acquisitions have

positioned them to become the master builder for the 1,600-acre base. Tustin officials envision a hotel, office space, schools, a golf course and 2,690 more homes. The master developer to complete the project will be named by the city later.

"We're hoping this gives us a leg up to be master developer of the base," said Bob Santos, a division president at Lennar. The builders intend to break ground on their project by the end of 2003.

Lennar, which has been in the forefront of redeveloping military bases, is also working on a pair of naval bases in the Bay Area: Mare Island in Vallejo and Hunter's Point in San Francisco.

At the Tustin base, old military housing sits on the parcels Lennar and William Lyon acquired. Those buildings will be razed to make way for neighborhoods of luxury suburban homes similar to those in neighboring tracts.

The Tustin base is considered a plum property, near major freeways and employment centers in Santa Ana and Irvine.



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Site Links Sailors With Others In Their Specialty

By Dave Brown, Times Staff Writer

Got a problem getting the old LM2500 gas turbine humming again? Maybe your online buddy has some ideas.

Navy Personnel Development Command has launched Navy Knowledge Online. The Web site - at <http://www.nko.navy.mil> - is part help desk, part classroom, and part resume-builder, available for every sailor specialty in the fleet.

Sailors, using Web pages personalized for their interests and specialties, can chat online with colleagues about specific issues in maintenance and training, view reference publications and eventually find out what skills they'll need to move on to the next level.

The Web site grew from Task Force EXCEL, the organization charged with finding better ways to train sailors for the jobs they'll do in the fleet.

The task force is centered on measuring what sailors need to do in professional development, personal development, leadership, qualifications and performance to advance and succeed in their specialty.

As part of the Improving the Navy's Workforce Project, Navy officials are surveying sailors to see what jobs they actually do in their ratings, and will use that information to custom fit training to the needs of today's fleet. Once

the changes have been made, a sailor can log on and find out what knowledge, skills and abilities he will need to advance.

In the meantime, sailors will be able to access publications, CD-ROMs and other materials to do their jobs better, said Lt. Eric Morris, knowledge manager for Navy Personnel Development Command. "It's a repository of all the training materials the Navy has," he said.

Sailors also will take advantage of the newly realigned learning centers being stood up this fall.

Within a year, there will be 15 realigned learning centers, each making sure that the various specialized schoolhouses throughout the country are not only teaching sailors the same things, but are rapidly putting new information into the textbooks. So if enough people log on to Navy Knowledge Online and suggest a certain piece of training is irrelevant or inadequate, the news gets to the right people, who change the schoolhouse curriculum, Morris said.

With sailors logged on, Navy leadership has the option of sending messages to very specialized groups. If, for example, a bonus is available only to certain sailors in a certain rating, all of them will get the message.

"Sailors, are the key to this site's success," Morris said. "They need to tell us what they want in the portal. It's designed to make their lives easier and make them able to compete and succeed in their rating."